

MINUTES OF MEETINGS  
 BETWEEN THE JAPANESE TERMINAL EVALUATION TEAM  
 AND THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF THE  
 BURKINA FASO ON THE JAPANESE TECHNICAL COOPERATION  
 FOR  
 THE PROJECT OF SUPPORT FOR SEEDLING PRODUCTION SECTOR  
 IN BURKINA FASO

The Japanese Terminal Evaluation Team, organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and headed by Mr. HATA Shigeki, Technical Supervisor, Global Environment Department, JICA visited the Burkina Faso from October 1th to October 18th for the purpose of reviewing the progress and achievement of the Japanese technical cooperation on the Project of Support for Seeding Production Sector in Burkina Faso (hereinafter referred to as “the Project”). The Terminal Evaluation was jointly conducted with the Burkina Faso Evaluation Team headed by Mr. COULIBALY Sambou, Permanent Secretary, Ministry of Environment and Sustainable Development.

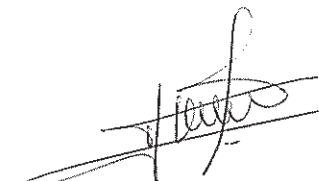
The contents of the attached Terminal Evaluation Report (hereinafter referred to as “the Report”) was agreed by the Burkina Faso-Japan Evaluation Team and Burkina Faso authorities. And Both Burkina Faso and Japanese sides understand the matters referred to the Report attached hereto on the discussion conducted at Joint Evaluation Session.

Ouagadougou, October 18th, 2012



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Mr. Shigeki HATA  
 Executive Technical Advisor to the Director  
 General, Global Environment Department,  
 Japan International Cooperation Agency  
 (JICA)



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Mr. Sambou COULIBALY  
 Permanent Secretary,  
 Ministry of Environment and Sustainable  
 Development



Attached Document

1. The Report was agreed by the Burkina Faso-Japan Evaluation Team and Burkina Faso authorities.
2. Based on the discussion at the Joint Evaluation Session, the contents of the Report will be presented by Burkina Faso Evaluation Team in Joint Coordination Committee(JCC).

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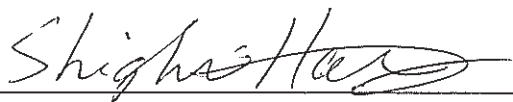
REPORT ON THE JOINT TERMINAL EVALUATION  
OF JAPANESE TECHNICAL COOPERATION  
ON THE PROJECT OF SUPPORT FOR SEEDLING PRODUCTION SECTOR  
IN BURKINA FASO

The Japanese Terminal Evaluation Team, organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) and headed by Mr. HATA Shigeki, Technical Supervisor, Global Environment Department, JICA visited Burkina Faso from October 1st to October 18th for the purpose of reviewing the progress and achievement of the Japanese technical cooperation on the Project of Support for Seeding Production Sector in Burkina Faso (hereinafter referred to as “the Project”). The Terminal Evaluation was jointly conducted with the Burkina Faso Evaluation Team headed by Mr. DOUAMBA B. Justin, Ministry of Environment and Sustainable Development.

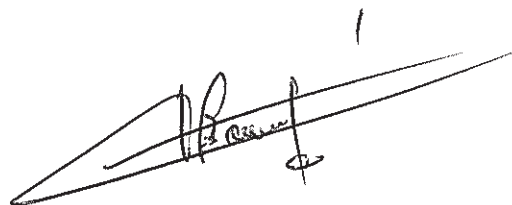
During the Terminal Evaluation in Burkina Faso, a series of discussions with the Burkina Faso authorities and field surveys at target villages were conducted. Based on the discussions and surveys, the Burkina Faso-Japan Joint Terminal Evaluation Team (hereinafter referred to as “the Team”) agreed on the contents of the attached Joint Terminal Evaluation Report (hereinafter referred to as “the Report”).

The Minutes have been prepared in both English and French. In case of any discrepancy in translation, the English text shall prevail.

Ouagadougou, October 18th, 2012



Mr. Shigeki HATA  
Team Leader,  
Japanese Terminal Evaluation Team,  
Japan International Cooperation Agency



Mr. DOUAMBA B. Justin  
Team Leader,  
Burkina Faso Terminal Evaluation Team,  
Ministry of Environment and Sustainable  
Development

# Project of Support for Seedling Production Sector in Burkina Faso

## JOINT EVALUATION REPORT

### Introduction

A final evaluation survey for the Project of Support for Seedling Production Sector in Burkina Faso (hereafter “the Project”) was conducted from 1<sup>st</sup> to 18<sup>th</sup> of October, 2012. Based on the Record of Discussion (R/D) signed between Government of Japan (hereafter “GoJ”) and Government of Burkina Faso (hereafter “GoB”) on 14<sup>th</sup> October 2009, the Project commenced its implementation in Central- and North Regions over the period of three years from April 2010 to March 2013. This Report represents the outcome of the Terminal Evaluation Survey conducted six (06) months before the closing of the Project.

### 1. Outline of Terminal Evaluation Mission

#### 1.1 Objective

The objective of this Mission lies in the final evaluation of the project implementation, through which to draw lessons and recommendations. The evaluation was conducted in light of five evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, and Sustainability (see the details of each criterion in 3.2.3).

#### 1.2 Composition of the Final Evaluation Mission Team

##### (1) Japanese party

Affiliation	Name
Executive Technical Advisor to the Director General, Global Environment Department, Japan International Cooperation Agency (JICA)	Shigeki Hata (Team leader on the Japanese side)
Special Advisor, Forestry and Nature Conservation Division 1, Global Environment Department, JICA	Shinji Abe
Evaluation Consultant, Japan Development Service Co., Ltd.	Emi Yoshinaga

**(2)Burkina Faso party**

Affiliation	Name
Ministry of Environment and Sustainable Development/ General Direction of Forest and Fauna/Direction of Forest	Mr. DOUAMBA B Justin (Team leader on the Burkina Faso side)
Ministry of Environment and Sustainable Development/Direction of Data and Planning	Ms. KAFANDO K. Judith

**1.3 Mission Activities**

The Japanese party paid courtesy visits to the Secretary-General of Ministry of Environment and Sustainable Development (MEDD), General Director of Direction of Forests and Fauna, Director of Direction of Forest (DiFOR), and Ministry of Environment and Sustainable Development’s Director in North Region. Interviews were undertaken by the Joint Evaluation Team (hereafter “the Team”) also with the following people concerned:

- Foresters as the Project’s Counterparts(C/P) in regional and communal offices;
- Project team members, including JICA experts and technical advisors employed by the Project;
- Foresters, seedling producers and the participants of the Consultation Workshop
- Development partners including the United Nations Development Programme, the World Bank, development agencies of Luxemburg and Sweden, and NGO Tree Aid.

Workshops were also organized in the Central- and North Regions respectively, to seek stakeholders’ views on the project activities in the field. This evaluation report was produced by the Team, based on wide variety of information compiled through these interviews and workshops, and through the field visits undertaken during the mission.

## **2. Project Summary**

### **2.1 Context**

Burkina Faso, a country situated in African Sahel region, suffers from the accelerated desertification. The result is the deterioration of living environment, where soils are degraded, forests destroyed and water resources reduced. Having seen this context, the country lists the measures against desertification as one of country's national priorities.

In dealing with the challenges above, and in ensuring sustainable natural resource management, GoB formulated the National Forest Policy(PNF) and the National Program of Forest Management(PNGF), followed by the implementation of a more elaborate National Seedling Production Strategy ("Strategy National de Production de Plants(SNPP)") in 2007.

While seedling production is placed as one of the most important reforestation activities, seedling production in public nursery continues to face difficulties due to budget shortage. Besides, seedling production by rural communities and private sector is also stagnant, due mainly to the lack of support system for seedling producers and of market opportunities, low benefit, poor production technique, and limited option of species suitable for diverse ecological environments.

GoB's support to the Project for Rehabilitating of Regional Nurseries (Projet de Rehabilitation des Pepinieres Regionales (PRPR)) and to National Centre for Forest Seeds (Centre National de Semences Forestières (CNSF)) so far had an effect on improving seedling production and vitalizing the production activities. Nevertheless, challenges unduly remain, particularly in the adequate coordination of stakeholders, establishment of marketing system, and in efficient planning and monitoring. The urgency to address these challenges and to realize the implementation of the SNPP forwarded GoB to request technical assistance for the implementation of this Project in 2007.

In response to the request, a survey mission was dispatched from the 5<sup>th</sup> to 22<sup>nd</sup> of October 2008, for planning the details of this Project. Although the team generally agreed on the framework of cooperation with GoB, time had to be spent before commencing the Project to discuss the preparation of GoB's budget and coordination of the project implementation framework, among others.

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R/D for starting the Project of Support for Seedling Production Sector was signed on the 14<sup>th</sup> of October 2009, when GoB confirmed its readiness for implementation.

## 2.2 Outline of Project

- (1) Title: : Project of Support for Seedling Production Sector
- (2) Period : Three years (between April 2010 and March 2013)
- (3) Counterpart : Ministry of Environment and Sustainable  
Ministry Development (MEDD)
- (4) Target area : Central region, North Region
- (5) Overall Goal : Plantation activities are strengthened in target  
areas.
- (6) Project Purpose : Planned and effective seedling production is  
promoted in target areas.
- (7) Outputs
  - 1) The seedling production skills of the producers in seedling production  
groups are improved
  - 2) For the implementation of planned seedling production, information  
sharing is strengthened among people involved in seedling production and  
plantation.
  - 3) Policy recommendations are made on the direction of seedling  
production planning, in the context of plantation

## 3. Evaluation methodology

### 3.1 Data collection method

Information and data necessary for evaluation analysis was collected by the Team, one part through the review of relevant documents: the Project Design Matrix (PDM) (version 2), Plan of Operation (PO) (version 2), and project's progress reports), and the other part, through questionnaires survey, interviews, workshops and field survey.

### 3.2 Focus of Analysis

#### 3.2.1 Project Performance

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The Team verified the progress based on the Plan of Operation, and the description shown in R/D and PDM. This progress concerns with the achievement of Project Purpose, Overall Goal, production of Outputs, and provision of Inputs.

### 3.2.2 Project Implementation Process

This component provides a viewpoint into overall project implementation process, and examines whether activities were delivered as planned and whether project management was adequate. Under this component, the Team also confirmed whether Project Activities have produced Outputs according to its original plan, and examined which particular activities has had an impact on the achievement of Outputs and Project Purpose.

### 3.2.3 Evaluation Criteria

In undertaking the evaluation of this Project, five criteria proposed by the Organization for Economic Cooperation and Development (OECD) are used, as laid out in its Principles for Evaluation of Development Assistance. These are namely Relevance, Effectiveness, Efficiency, Impact and Sustainability, and the detail of each criterion is shown in the table below.

(1) Relevance	Measures whether the Project is consistent with the needs of the target areas, its communities, its target groups, as well as with the development policies of Burkina Faso and of Japan, and whether the Project approach is relevant.
(2) Effectiveness	Assess whether the Project Purpose is likely to be achieved, if there are factors that hinders the attainment of the Project Purpose, whether Outputs are sufficient to achieve Project Purpose, and whether the external conditions for the Project Purpose is fulfilled.
(3) Efficiency	Assesses whether Outputs are adequately achieved, if there are factors that hinder the achievements of Outputs, whether activities and inputs are sufficient to produce Outputs, whether external conditions have any

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	negative influence, and if adequate quantity and quality of inputs are provided in a timely manner to conduct activities in consistent with the plan.
(4) Impact	Assesses whether the Project Purpose is likely to generate effects that help achieve Overall Goal, what factors inhibit the achievement of Overall Goal, whether any gap exists between Project Purpose and Overall Goal, whether the external conditions for Overall Goal are still valid, and whether the Project Purpose have produced any impacts other than Overall Goal. If in case any negative factor is foresee, whether any measures are taken to mitigate the negative influence.
(5) Sustainability	Measures whether the effects of the Project – Project Purpose and Overall Goal, among others - are likely to continue after the Project completion. Assesses the factors that contribute or inhibit these effects to be sustained, from institutional, organizational, financial and technical viewpoint.

#### 4. Verification of Project Achievements and Implementation Process

##### 4.1 Project achievements

##### 4.1.1 Provision of Inputs (As of August 2012)

**Table 1: Inputs from Government of Burkina Faso**

Inputs	Details of inputs provided
<b>Project counterparts</b> (As of August 2012/details shown in Annex 5)	Project Director (General Director of Forests and Fauna)
	Project Manager/National Coordinator(NC) (Director of Forest)
	Alternate NC (DiFor's Plantation Division Executive Officer)
	Supervisors at regional offices: Regional Directors of Central- and North Regions(1 each, 2 in total), and Provincial Directors in 5 target provinces (1 each, 5 in total), and chiefs of service departments
<b>Financial contribution</b>	Actual instalment (as of October 2012): Total 6,243,750CFA* Planned contribution(as per R/D on October 14 <sup>th</sup> , 2009): : 24,975,000CFA * Instalment made by the 3 <sup>rd</sup> quarter of 2011.

**Table 2: Inputs from Japanese side**

Inputs	Details of Inputs provided
<b>Services provided by Japanese experts</b>	Total <b>44.64MM</b> of services provided by 4 experts (Details shown in Annex 4). 1. Chief Adviser (Seedling Production Planning) 2. Assistant Chief Adviser (Seedling Production Planning) 3. Institutional Strengthening and Seedling Production Planning Specialist 4. Project Management and Seedling Production Planning Specialist
<b>Equipment</b>	Vehicle, motorbikes, and other office equipment
<b>Training in Japan</b>	Total two trainees sent (Details shown in Annex 5)
<b>Support staff</b>	Two interpreters/ local coordinators, two secretaries, one driver, one guard
<b>Support for field activities</b>	Training, per diem, survey and other operation costs
<b>Expenditure summary</b>	Actual : 296,431,797 CFA (As of end August 2012) Planned(as per R/D on October 14 <sup>th</sup> , 2009) : 200,000,000CFA

**4.1.2 Achievement of Output Indicators**

Following progress was observed on the achievement of Outputs Indicators in PDM.

<b>Output 1:</b> « <i>The seedling production skills of the producers in seedling production groups are improved</i> ».	
Indicators	Performances
1-1. ». <i>The level of understanding on seedling production of the priority species by the foresters and the producers in seedling producer groups is improved(35%→85%, 22%→85%)</i> »	<b>Target not fully achieved.</b> While the level of understanding of seedling producers successfully improved from baseline of 22% to 85%,that of foresters remained lower than the target (85%), at 72 %. This result is due the appointment of foresters that does not allow them to follow training regularly, unlike seedling producers.  The Team nonetheless found this result as satisfactory, given that the capacity of the trained foresters proved sufficient to ameliorate seedling producers' skills, with which the producers could improve their sales and revenue. Training manuals

	<p>issued by the Project played an important role in transferring competences to foresters and producers.</p> <p>Baseline indicator was determined based on the result of a technical- and organizational skills survey for 43 foresters and 116 seedling producers in target regions; the same methodology was employed for performance survey conducted in August 2012.</p>
<p>1-2. <i>The germination rate and survival rate of seedlings are improved in target regions</i> (81%→85%, 79%→85%)</p>	<p><b>Target achieved:</b> The germination rate attained 89% up from 81%, and the survival rate, to 93% from the baseline of 79%.</p> <ul style="list-style-type: none"> <li>• The baseline- and performance data was derived from the questionnaire for total 660 participants at Communal Consultation Workshop in December 2010, and for 722 participants at the same Workshop held in December 2011, respectively.</li> <li>• The result of field survey and workshops conducted also confirmed that the capacity building activities, and experimental provision of quality seeds and pots, visibly demonstrated how the locally-available quality inputs and the knowledge on their use have effectively enhanced their production.</li> <li>• Training for foresters, and by foresters for producers, taught on the right choice of seeds, mixing, grafting, and other useful skills less developed in Burkina Faso's seedling production. In addition, the topics such as marketing and planning skills, bringing about tangible results that raised the income of many of producers interviewed by the Team.</li> </ul>
<p><b>Output 2:</b> « For the implementation of planned seedling production, information sharing is strengthened among people involved in seedling production and forestation ».</p>	
<p>Indicators</p>	<p>Performances</p>
<p>2-1. <i>More seedling producers formulate seedling production plan utilizing the information they receive from the Consultation Workshops</i> (27%→70%)</p>	<p><b>Target achieved:</b> the rate increased from 27.5% to 78% end 2011.</p> <ul style="list-style-type: none"> <li>• The baseline data was derived from same the questionnaires mentioned in Output 1-2 above.</li> <li>• The Regional and Communal Consultation Workshop (hereafter collectively called "Workshops") provided for the first time an opportunity for foresters, planters and seedling producers to meet together and discuss their plans on plantation and production.</li> </ul>

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	<ul style="list-style-type: none"> <li>The survey results itself does not indicate whether the producers use the information from the Workshops for their production planning. However, during its field survey, the Team collected enough evidences to conclude that the Workshops significantly contributed to the achievement of this indicator, by facilitating the coordination of supply and demand for seedlings.</li> </ul>
2-2. More than 80% of the participants to the Consultation Workshop is satisfied with the information they receive on plantation and seedling production, and with the use of these information for their seedling production planning.	<p><b>Target achieved:</b> 81% of producers and 78% of planters expressed their satisfaction with the 2011 Communal Workshop.</p> <p>The survey results itself does not indicate whether the producers use the information from the Workshops for their production planning. However, interview survey conducted by the Team also reaffirmed that information obtained at the Workshop, in general, have been well utilized for production planning. Unfortunately, the Team met sporadic cases where orders made are at times ignored or cancelled by buyers.</p>
<p><b>Output 3</b></p> <p>« Policy recommendations are made on the direction of seedling production planning, in the context of forestation».</p>	
Indicators	Performances
3-1. Proposal on the issues of the SNPP and future direction is approved by the Joint Coordination Committee (JCC)..	<p><b>Target expected to be achieved:</b> The draft policy recommendations were submitted in September 2012, and the Project anticipates the approval of those recommendations at the JCC by the end of Project.</p>

#### 4.1.3 Progress on Achieving Project Purpose

« Planned and effective seedling production is promoted in target areas».	
Indicators	Performances
1. The carry-out rate of the seedlings produced in the target areas is increased (77%→85%)	<p><b>Target achieved.</b> The data collected through end-2011 questionnaire survey with seedling producers at Communal Workshop shows the increase in the carry-out rate from previous 77 % to 85%. The carry-out rate of seedling is defined in the equation as:</p> <p>(Quantity of seedling produced - Quantity that remained in nursery)</p>

	<p style="text-align: center;">Quantity produced</p> <p>The result of final evaluation recognized that the expansion of the seedling sales owes greatly to both the skills training (mixing of sand, grafting,..) , to the use of a nursery book (see Indicator 2 below), and to the better coordination with planters at the Workshops.</p>
<p>2. The rate of producers who take record (of production, sales etc) in their nursery books reaches more than 60%.</p>	<p><b>Target achieved:</b> 66% of the seedling producers in target areas now take record of their production in nursery notebook.</p> <ul style="list-style-type: none"> <li>• This indicator was introduced in the PDM after the Mid-term review in October 2011. The baseline data does not exist; performance was confirmed through interview survey with 85 of target nurseries in May-July 2012, on the number of producers taking record of their production.</li> <li>• The result of the field survey and interviews with beneficiaries confirmed this result. The Team found that the record-taking is well-practiced after the training and the production is better planned.</li> </ul>

#### 4.1.4 Progress on Achieving Overall Goal

Two (2) indicators are provided for Overall Goal (see PDM in Annex 2), while the target figure is yet to be determined as of October 2012. The figure will be determined by the end of the Project in March 2013 and its progress reviewed at the Ex-post Evaluation 3 years after the end of Project.

### 4.2 Implementation Process

#### 4.2.1 Progress on the Implementation of Activities

The progress on the implementation is sound, and all activities are conducted on time according to the schedule provided in the Plan of Operation (PO) . Inputs were also procured and utilized in a timely manner, while the disbursement from GoB was delayed, which obliged the Japanese side to incur the financial cost for the Project activities. Remaining activities by the Project completion are:

- Two Regional Consultation Workshops
- Some Communal Consultation Workshops
- One training session for foresters at regional level;
- One training session for seedling producers at communal level
- Two JCC meetings in November 2012 and February 2013.

#### **4.2.2 Implementation and Monitoring Framework**

Implementation Framework is headed by Director of the General Directorate of Forestry and Wildlife as Project Director, and by Director of Forestry Department who leads the operation in his capacity as National Coordinator (NC). Daily operations are overseen by Alternative National Coordinator (ANC) in collaboration with the Japanese experts, and are implemented by de-concentrated MEDD offices (regional, provincial and communal). Monitoring results are reported to MEDD and to JICA, through mid-term progress reports and completion reports submitted by the Project on annual basis. Training- and on-site supervision completion reports are also prepared after each session.

The Joint Coordination Committee (JCC) serves as a superior decision-making body for the Project, held once or twice a year according to Burkina Faso's national regulations for projects. JCC is the organ that validates and exchanges information on the progress made on the activities. Three (03) JCC meetings have been held in October 2010, and April and October 2011, respectively. Two other JCCs are expected to take place in November 2012 and February 2013, respectively.

#### **4.2.3 Communication and Ownership of Government of Burkina Faso**

Communication between the C/P and JICA Project members are found sound in general. The discussions were held with patient and openly on any issues of concern. MEDD has shown strong commitment and ownership to the Project which assists realizing the SNPP and the Framework for Plantation Campaign ("Cadre Directeur pour l'Organisation des Campagne de Reboisement au



Burkina Faso (CD)). The commitment of different technical services at the regional and communal department level to the Project also facilitated the Project's communication with the target beneficiaries. The training and Workshops have facilitated the communication between the regional authorities, seedling producers, and planters

#### 4.2.4 Utilization of Local Resources

The Project utilized a local consulting company, IFIP-Afrique, for the conduct of training and supervision activities. The cooperation with the national consultants turned out useful in building knowledge in the target regions, and contributed to facilitating the work in the Loroum province albeit the absence of Japanese experts on-site due to the security reason. The cooperation with CNSF was also effective, in securing forest seeds, in their experimental distribution, and in providing technical assistance for the training..

#### 4.2.5 Revision on the Project Design Matrix (October 2011)

PDM Ver1	→	PDM Ver2
【Indicators for Project Purpose】		
1. Marketing rate*1 of the seedlings produced in target regions are increased (○%→●%)  2. Earning rate*2 of seedling production by seedling producer groups in target regions are improved (○%→●%)		1. The carry-out*4 rate of the seedlings produced in the target areas is increased (77%→85%)  2. The rate of producers who take record (of production, sales etc) in their nursery books reaches more than 60%.
【Project Activities】		
2-2 Foresters and seedling producer groups cooperate and undertake dissemination and sensitization activities to expand the market for seedling sales.		2-2 Conduct the sensitization and dissemination activities for better planned seedling production
3-2. Propose solutions to the issues identified in 3-1.		3-2. Organize a discussion workshop on the plantation plan that constitute preliminary conditions for planning seedlings production.  3-3. Propose solutions to the issues identified in 3-1.

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## 5. Performance Evaluation against Five Criteria

### 5.1 Relevance

Relevance of this Project was evaluated as high. Focus on seedling production is aligned to Burkina Faso's "Strategy for Accelerated Growth and Sustainable Development 2011-2015 (Strategy de Croissance Acceleree et de Development Durable 2011-2015(SCADD))", which identifies forest resource management as a key contribution to agricultural development, and to reduce the negative effects of climate change. The Project's activities are consistent with GoB's activities for implementing SNPP, and contributed to the dissemination of the Ministry's Framework for Plantation Campaign ("Cadre Directeur pour l'Organization des Campagne de Reboisement au Burkina Faso (CD)"). Focus on the promotion of plantation is also consistent with Japan's development assistance strategy, which supports forest conservation and plantation that contribute to mitigating climate change and desertification.

The Project's approach to focusing on seedling production support was also found realistic, in terms of feasibility of activities. While the achievement of Overall Goal requires the fulfilment of external conditions other than the Project activities, seedling production remains an essential precondition for plantation and is a relevant Project Purpose. The method used for transfer of skills was also appropriate.

### 5.2 Effectiveness

Effectiveness of this Project is evaluated as relatively high. The performance is satisfactory, and the contribution of Outputs is overall positive.

The contribution of Output 1(*"The seedling production skills of the producers in seedling production groups are improved"*) is recognized as particularly strong. Improved skills of beneficiaries, such as the practice of taking record on nursery book, led to better planning and expansion of sales, and resulted in higher carry-out rate.

The contribution of Output 2(*"For the implementation of planned seedling production, information sharing is strengthened among people involved in*

*seedling production and forestation*”) through the Workshops significantly contributed to the coordination of supply and demand of seedling, by providing the first consultation framework to gather all the stakeholders and exchange information on their plans for planting and production. On the other hand, due to the inexperience of stakeholders, the Workshop did not always contribute to efficient seedling production. Contribution of Output 3 (*“Policy recommendations are made on the direction of seedling production planning, in the context of forestation”*) is to be confirmed by the last JCC.

Strong ownership by the beneficiaries, and the policies and strategies for the seedling production worked favourable to the achievement of Project Purpose. Deterioration of security situation in 2011 made the visit to certain target areas in North Region by Japanese experts difficult, while the activities are continued by local technical services and national consultants. This situation did not significantly affect the Project activities.

### **5.3 Efficiency**

Efficiency is rated relatively high. Inputs from the Japanese side are adequate in terms of quality and quantity, and proved that a project can deliver many outputs with a limited time and resources. Well-designed training activities, manuals in French and local languages, experimental provision of quality seeds and seedling pots, and the organization of the Workshops were particularly conducive to producing Outputs. The performance of Japanese experts, utilization of national expertise may also have contributed to the efficient Project management. Human resource allocation by the Burkina Faso side was appropriate and timely, and the Burkinabe staff maintained high ownership of the Project.

On the other hand, the actual disbursement from GoB was not sufficient for the operational cost. While the shortage of fund was managed during the Project period through the support from the Japanese side, financial constraints may have negative implication on the future activities.

## 5.4 Impact

Impact of the Project is evaluated as moderate. On positive side, it produced numerous noteworthy spill-over effects, as follows:

- Sharing of acquired knowledge between beneficiary seedling producers and non-beneficiaries.
- Improvement of the income of seedling producers, owing to the increase in their sales;
- Availability of the manuals for wider utilization;
- Increase in the number of seedling producers, due to the increase in the revenue from seedling production;
- Acquisition of new skills by foresters (team organization, work planning etc)
- The contribution the recovery of soils through the improvement of survival rate.

Despite of these positive impacts, the prospect of achieving Overall Goal (“*Plantation activities are strengthened in target areas*”) remains unclear at this point. For the positive effects of Project Purpose to reach Overall Goal, followings have to be ensured:

- The demand for seedling be better controlled
- Plantation activities be better planned, both at the level of seedling producer groups, and of individual planters and producers
- Planting technique be better managed
- Follow-up of plantation activities be sustained.

However, the activities to improve plantation techniques, or to promote planning of plantation activities, are not sufficiently included in the current Project activities, resulting in the Team’s conclusion that Impact is moderate.

## 5.5 Sustainability

Sustainability of this Project is moderate. SNPP and CD, whose implementation the Project has assisted, are expected to stay the focus of MEDD’s activities. The Project’s activities are integrated and executed by the administration which will remain in the future. On the sustainability of technical skills, the Project’s

achievements suggest that the training participants acquired enough competencies and can further disseminate their knowledge. The Team noted that the application of their knowledge is already taking place. Utilization of national expertise, who are likely to continue to stay in Burkina Faso, likewise ensured the knowledge remains in the country.

Key constraint is the finance for the activities, especially for the training, on-site supervision, and the holding of the Workshops. Some provinces are more advanced than others in finding ways to sustain the activities. Such is the case with Passore in North Region, who plans to continue the Workshop-like information sharing, in collaboration with existing structures (such as with provincial consultation meeting in mayor office). Other provinces that the Team visited also expressed their wish to continue both capacity building activities and information-sharing, while some have difficulties in finding budget to continue their activities. Ways to find solutions may need to be discussed by stakeholders, as to which components of activities are feasible within the existing mechanism and budget framework, and which needs further assistance from external resources.

## 6. Conclusions

Overall performance of this Project is rated highly. Outputs were produced in a satisfactory manner, and the Project Purpose is expected to be achieved. Ownership of the Project by GoB, amicable relationship among stakeholders, and utilization of local resources are recognized as factors that worked favourable to these accomplishments. Evaluation results against five evaluation criteria found that Relevance is high, Effectiveness and Efficiency relatively high, while Impact and Sustainability are moderate. The prospect of achieving Overall Goal is unclear at this stage. Its achievement depends on the implementation of such activities as the improvement of plantation techniques, and the planning and implementation of plantation activities. As financial constraint is the bottleneck for sustainability, solutions are being found by GoB. Actions to find solutions to financial constraints, the involvement of plantation actors, and cooperation with other partners supporting forestry sector, seems to be a key for the future.



## **7. Recommendations**

### **(1) Incorporation of Policy Recommendations in Forest Policies.**

Policy recommendations under Output 3 (“*Planned and effective seedling production is promoted in target areas*”) are being prepared by the Project, in expectation that the outcomes of the Project will be integrated in GoB’s Seedling Production Policy. In order to ensure that the outcomes of the Project contribute to the achievement of the Overall Goal of strengthened plantation activities, the Team suggests that recommendations on plantation, and on tree treatments after plantation, will be elaborated.

These recommendations will be discussed between the Project and GoB, to be finalized by the final JCC. The Team expects that GoB incorporates the finalized recommendations into the forest policies of Burkina Faso.

### **(2) Continuation of current activities.**

The continuation of activities in two target regions is desirable, even after closing the Project. Accordingly, the Team recommends that the Project start necessary arrangements for sustaining the Outputs. Such arrangements could be discussed during the remaining Workshop in the remaining Project period, given the limited budget. After the end of the Project, the Team expects GoB to continue the training, with emphasis on the refresh-training for the foresters.

### **(3) Promotion of collaboration with other donors.**

Under the existing circumstances, the use of GoB’s own budget for the dissemination of the Project’s outcomes in other regions may not be likely. However, the Project outcomes can be utilized for GoB to request possible financial support from other donors. Accordingly, the Team suggests that collaboration with other donors be actively sought during the remaining project period.

### **(4) Solution to Non-attendance of Liabilities**

Although seedling producers and planters meet at the Workshops and agree on a deal, the cases are found where such deals are cancelled due to the reasons on

the side of planters. In coping with this problem, the Team recommends that the Workshop be utilized to discuss among stakeholders the measures to address such problems, during the Project Period. For example, stakeholders may consider signing of order contracts.

### **(5) Approval of manuals and its utilization**

The project prepared the following documents : « Guide Technique pour la production de plants », « Manuel de Vulgarisation des Techniques de la production de plants » and « Fiches Techniques de Dix Especies Prioritaires de la zone d'Intervention du Projet ». Their utilization, including their dissemination as training materials at The National School for Water and Forests (Ecole Nationale de l'Eau et Foret (ENEF)) and at other training centres, will contribute to wider proliferation of the impacts of this Project. Therefore, the Team suggests that these documents be validated and become the official document of MEDD.

## **8. Lessons learned**

### **(1) The importance of the alignment of project activities to Government policy, and the collaboration with other partners**

Although MEDD as a C/P organization of this Project does not have a lot of experience in Japanese technical cooperation, the C/Ps understood well the contents of the Project activity and the Project produced many outcomes in a relatively short cooperation period. The reason for the Project to have gained the C/P's understanding without difficulty might be because the Project activities are aligned to Burkina Faso's forest policy. In case when the activities of the Project are aligned to GoB's policies, it can achieve the goals, regardless of limited time and budget.

The disadvantage of a small pilot project is that it is difficult to take into account different aspects. It is therefore necessary to consider the collaboration with other partners to ensure success.

Annex-1	Mission schedule
Annex-2	PDM vers.3
Annex-3	Plan of operation
Annex-4	Evaluation grid
Annex-5	List of input (Expert, C/P, Traing in Japan)
Annex-6	List of equipement
Annex-7	Policy recommendation (draft)
Annex-8	Activity summary





Schedule for terminal evaluation of Project of Support for Seedling Production Sector

Date		Evaluation analysis (Ms. Emi YOSHINAGA)	Leader (Mr. Shigeki HATA), Cooperation planning (Mr. Shinji ABE) JICA HQs
30/9/2012	Sun	00:40 Haneda (AF283) → 6:20 Paris 10:35 Paris (AF548) → 16:15 Ouagadougou	
1/10/2012	Mon	8:00 Meeting with JICA BF office (Evaluation schedule etc.) 10:00 Courtesy call and interview to Secretary General 11:00 Interview to DGCN and DIFOR 15:00 Meeting with BF evaluation team	
2/10/2012	Tue	[Interview to person concerned in project] 8:00 Interview to JICA experts (Mr. Nisawa and Ms. Takinaga) 11:00 Interview to national coordinator [Information collection for other donors] 15:00 UNDP 16:30 Luxemburg	
3/10/2012	Wed	[Information collection for other donors] 8:30 Sweden 10:30 World Bank 15:00 Tree Aid (NGO)	
4/10/2012	Thu	[Workshop in Central region] Travel (Ouagadougou → Ouahigouya)	
5/10/2012	Fri	[Workshop in North region] Travel (Ouahigouya → Ouagadougou)	
6/10/2012	Sat	*Data arrangement (Questionnaire and results of interview) *Preparation of evaluation report after analysing questionnaires, results of interview and so on.	
7/10/2012	Sun	*Data arrangement (Questionnaire and results of interview) *Preparation of draft evaluation report after analysing questionnaires, results of interview and so on. *Meeting in JICA evaluation team	00:40 Haneda (AF283) → 6:20 Paris 10:35 Paris (AF548) → 16:15 Ouagadougou *Meeting in the JICA evaluation team
8/10/2012	Mon	8:00 Meeting with JICA BF office 10:00 Courtesy call to embassy of Japan in BF 15:00 Courtesy call to Secretary General 16:00 Preparation of draft evaluation report	8:30 Meeting with JICA BF office 11:00 Courtesy call to embassy of Japan in BF 15:00 Courtesy call to Secretary General 16:00 Courtesy call to DGCN and DIFOR
9/10/2012	Tue	Field survey (Central region) JICA experts will arrange the field survey. [Courtesy call] Governor, Regional director, District director [Interview] District director, Foresters, Seedling producers, Participants of consultation meeting [Field visit] Private nursery, Regional nursery, Tree plantation site	
10/10/2012	Wed	Travel (Ouagadougou → Ouahigouya) JICA experts will arrange the field survey. Field survey (North region) [Courtesy call] Governor, Regional director, District director [Interview] District director, Foresters, Seedling producers, Participants of consultation meeting [Field visit] Private nursery, Regional nursery, Tree plantation site	
11/10/2012	Thu	Continue of field survey (North region) [Courtesy call] Governor, Regional director, District director [Interview] District director, Foresters, Seedling producers, Participants of consultation meeting [Field visit] Private nursery, Regional nursery, Tree plantation site Travel (Ouahigouya → Ouagadougou)	
12/10/2012	Fri	9:00 Meeting for preparing evaluation report in the evaluation team	
13/10/2012	Sat	Elaboration of the evaluation report	
14/10/2012	Sun	Elaboration of the evaluation report	
15/10/2012	Mon	<Evaluation session> 11:00 Meeting for finalising the evaluation report with Burkina faso side (Evaluation team, Director of DGCN, Director of DIFOR, National coordinator)	
16/10/2012	Tue	<Evaluation session> 9:00 Meeting for finalising the evaluation report with Burkina faso side (Evaluation team, Director of DGCN, Director of DIFOR, National coordinator)	
17/10/2012	Wed	Finalization of the evaluation report and M/M	
18/10/2012	Thu	9:00 Signature of the evaluation report and M/M 15:30 Report to embassy of Japan	
19/10/2012	Fri	8:30 Meeting with JICA BF office 20:15 Ouagadougou (AF547)	8:30 Meeting with JICA BF office 15:00 Meeting with World Bank
20/10/2012	Sat	6:00 Paris (arrive), 11:00 Paris (depart) (AF282)	Preparation of the evaluation report in Japanese
21/10/2012	Sun	06:00 Haneda	Preparation of joint seminar of forestry projects in Burkina Faso
22/10/2012	Mon		Joint seminar of forestry projects in Burkina Faso
23/10/2012	Tue		Travel (Ouagadougou → Banfora)
24/10/2012	Wed		Field visit of Comoé project
25/10/2012	Thu		Travel (Banfora → Bobo Dioulasso) 8:00 Visit and interview in ENEF Travel (Bobo Dioulasso → Ouagadougou)
26/10/2012	Fri		Report to JICA BF Visit to SIAO 20:15 Ouagadougou (AF547)
27/10/2012	Sat		6:00 Paris (arrive), 11:00 Paris (depart) (AF282)
28/10/2012	Sun		06:00 Haneda

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### Project Design Matrix

Project Name: Support Project for Seedling Production Sector in Burkina Faso

Cooperation period: 04.2010~03.2013

Implementation Agency: Forestry Department (DiFor) of the Ministry of Environment and sustainable Development (MEDD)

Target area of the Project: Two regions (Central and Northern Regions)

Beneficiaries: (direct beneficiaries) forestry officers, Agents of the DiFor, the DREDDs and the DPEDDs, seedlings producers<sup>\*1</sup>, seedlings users<sup>\*2</sup>

(Indirect Beneficiaries) Population in the Central and Northern Regions

SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	EXTERNAL CONDITIONS
Overall Goal Plantation activities are strengthened in target areas.	1. The issues of oversupply or shortage of seedlings for plantation are reduced in target regions 2. The rootage rate*3 is improved in target regions.	1. Statistics from the DIFOR and interviews with the participants during the workshops.	Plantation policies remain unchanged
Project Purpose Planned and efficient seedlings production is promoted in the target areas.	1. The carry-out*4 rate of the seedlings produced in the target areas is increased (77%→85%) 2. The rate of producers who take record (of production, sales etc) in their nursery books reaches more than 60%.	1. Interviews with the participants during the workshops. 2. Interviews with participants, interviews with the producers from seedling producer groups who have received the practical field training	Plantation policies remain unchanged. The socio-economic situation of the target regions remains stable. The partners' support to the plantation activities is stable.
Outputs The seedling production skills of the producers in seedling production groups <sup>5</sup> are improved	1.1. The level of understanding on seedling production of the priority species, by the foresters and the producers in seedling producer groups is improved. (35→85%, 22%→85%) 1.2. The germination rate and survival rate of seedlings are improved in target regions. (81%→85%, 79%→85%).	1. Project report, training report, interviews with the producers from seedling producer groups who have received the practical field training, and with the participants to the workshops. 2. Interviews with the producers from seedling producer groups who have received the practical field training, and with the participants to the workshops	Natural disasters that are likely to affect forest resources will not occur. Good governance is ensured at all levels. No important change is made in the structure and seedlings sales trends.

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SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	EXTERNAL CONDITIONS
2. For the implementation of planned seedling production, information sharing is strengthened among people involved seedling production and forestation.	2.1. More seedling producers formulate seedling production plan utilizing the information they receive from the Consultation Workshops (27%→70%)  2.2 More than 80% of the participants to the Consultation Workshop are satisfied with the information they receive on plantation and seedling production, and with the use of these information for their seedling production planning.	The interview with the participants to the Consultation Workshop (satisfaction rate of the information they receive, usage rate, the status of the formation of the seedling production plan, actual volume of production, etc.)	
3. Policy recommendations are made on the direction of seedling production planning, in the context of plantation.	3.1. Proposal on the issues of the SNPP and future direction is approved by the Joint Coordination Committee (JCC).	JCC records of discussions.	
<p>Activities</p> <p>0-1. Review the activities of reforestation and seedling production</p> <p>0-2. Define the methods and mechanisms for the implementation of the project</p> <p>1-1 Prepare a summary of the results of existing surveys on the priority species</p> <p>1-2 Select at least 3 priority species by province in the target regions</p> <p>1-3 Create the teaching materials for the technical training in seedling production in order to promote the priority species</p> <p>1-4 Organize training for the foresters on the techniques of seedling production that are necessary to promote priority species</p> <p>1-5 The foresters who have been trained organize training for seedling production group on priority species</p> <p>1-6 The foresters conduct regular follow-ups on-site, for the seedling producer groups</p> <p>2-1. Organize at the regional and / or communal level the discussion workshop *6 in order to clarify the annual needs for seedlings for the next season.</p> <p>2-2. Conduct the sensitization and dissemination activities for better planned seedling production</p>		<p>Input</p> <p>Japanese side:</p> <ul style="list-style-type: none"> <li>-Experts qualified in seedling production planning; experts in other field according to the needs.</li> <li>-Equipment: Computer materials, vehicles and other materials necessary for the implementation of the Project</li> <li>-Training</li> <li>-Operational expenses</li> </ul> <p>Burkinabè side:</p> <ul style="list-style-type: none"> <li>. National staff of counterpart</li> <li>Director of the Project</li> <li>National coordinator</li> <li>Forestry officers from the DIFOR, DREDDs and the DPEDDs</li> <li>. Project office</li> <li>. National counterpart fund</li> <li>. Data and information necessary for the implementation of the Project</li> </ul>	<p>Many foresters who have been trained continue their work.</p> <hr/> <p>Assumption: .the SNPP** remains</p>

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SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	EXTERNAL CONDITIONS
are conducted. 3-1. Identify the issues for the implementation of the SNPP ** 3-2. Organize a discussion workshop on the plantation plan that constitute preliminary conditions for planning seedlings production. 3-3. Propose solutions to the issues identified in 3-1.			

NB

\*1: Seedling producers: the seedling producers registered by the DREDDs, DPEDDs, SDEDDs,

\*2: Seedling users: public plantations (supported by donors), local authorities, private seedling producers (NGOs, associations, peasants) and the other purchasers

\*3: Number of seedlings that survive after certain period of time compared to the number of seedlings during the plantation. Certain period of time means after having spent a dry season (1 or 2 years according to the period of plantation).

\*4: Number of seedlings used among the produced seedlings, including for the purpose of sales and for self-consumption.

\*5: Seedling producer group: the smallest unit of officially recognized seedling producers

\*6: Consultation Workshop: participation possible also for independent seedlings producers who are not part of seedling producer groups.

\*\* SNPP: National Strategy for Seedlings Production in Burkina Faso.

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Plan of Operations (PO)

Annexe 3

Prestations	BFY2010																								BFY2011																								BFY2012																								BFY2013	
	JPY2010												JPY2011												JPY2012																																																	
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2																																						
	[Empty grid for scheduling]																																																																									
<b>Résultats 2</b> Les échanges d'information entre les acteurs concernés par la production de plants et par le reboisement sont renforcés afin de mettre en œuvre la production planifiée de plants.	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
2-1 Organiser au niveau régional et /ou niveau départemental l'atelier de concertation*6 afin de clarifier le besoin annuel en plants pour la campagne prochaine	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
a Préparation de l'organisation de l'atelier de concertations comprenant la détermination des personnes concernées	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
b Organisation de l'atelier de concertations et synthèse du besoin en plants	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
2-2 Les activités de sensibilisation et de vulgarisation de production des plants bien planifiée sont menées.	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
a Mise en œuvre d'activités d'information	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
b Etablissement du bulletin d'information etc. et leur distribution aux acteurs.	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
<b>Résultats 3</b> Des orientations en vue d'une meilleure planification de la production des plants en rapport avec les actions de reboisement sont définies	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
3-1 Connaitre les problèmes (contraintes) à la mise en œuvre de la Stratégie Nationale de la Production de Plants.	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
a Collecte et évaluation d'informations sur les activités de reboisement.	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
b Collecte et évaluation d'informations sur les activités productives des producteurs de plants et sur la gestion.	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
c Collecte et évaluation d'informations sur la situation d'organisation des producteurs de plants.	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
d Collecte d'informations sur l'orientation de la politique nationale de reboisement et des bailleurs de fonds.	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	
e Analyses des thèmes	[Empty grid]																								[Empty grid]																								[Empty grid]																								[Empty grid]	





Ex-Post Evaluation for Project of Support for Seedling Production Sector in Burkina Faso  
Evaluation Grid for the Survey (Verification of Performance + Implementation Process)

C/P: Counterpart, T/G: Target Group

Evaluation Questions			Necessary Data	Sources	Data Collection Methods
	Large Category	Small Category			
Verification of Project Performance	Is the <b>Overall Goal</b> expected to be achieved?	Overall Goal: Plantation activities are strengthened in target areas	Comparison of achievements against target indicators	1) Baseline survey 2) Project documents 3) Japanese experts 4) C/P 5) T/G (regional and provincial departments)	Review of documents Interviews Questionnaires
	Is the <b>Project Purpose</b> expected to be achieved?	Project Purpose: Planned and effective seedling production is promoted in target areas	Comparison of achievements against target indicators	1) Baseline survey 2) Project documents 3) Japanese experts 4) C/P 5) T/G	Review of documents Interviews Questionnaires WS
	Have the <b>Outputs</b> been produced as planned?	Output 1: The seedling production skills of the producers in seedling production groups are improved	Comparison of achievements against target indicators	1) Project documents 2) Japanese experts 3) C/P 4) T/G (foresters, seedling producer groups)	Review of documents Interviews Questionnaires WS
			Comparison of achievements against target indicators (Satisfaction and use of obtained information, progress in implementing the seedling production plan, actual production volume, etc).	1) Project documents 2) Japanese experts 3) T/G (seedling producer groups, Workshop members)	Review of documents Interviews Questionnaires WS
			Comparison of achievements against target indicators	1) Project documents 2) Japanese experts	Review of documents Interviews Questionnaires
	Have the <b>Inputs</b> been provided as planned?	Have Japanese experts been dispatched as planned?	Comparison of planned and actual inputs	1) Project documents 2) Japanese experts	Review of documents ws Questionnaires
		Has necessary project equipment been procured as planned?	Examination of the record	1) Project documents 2) Japanese experts	Review of documents Interviews



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Evaluation Questions		Necessary Data	Sources	Data Collection
Large Category	Small Category			Methods
		Has the usage and maintenance of the equipment been appropriate ?	Status of the use and maintenance of the equipment	1) Project documents 2) Japanese experts Review of documents Interviews Direct Observation
		Have local activity cost incurred by Japanese side been provided in a timely and effective manner?	Comparison of planned and actual inputs	1) Project documents 2) Japanese experts 3) C/P Review of documents Interviews Questionnaires
		What kinds of training were planned for the C/Ps? Has the plan been implemented as planned?	Confirmation of the training content (including subjects and duration)	1) Project documents 2) Japanese experts Review of documents Interviews Questionnaires
		Has the counterpart on Burkina Faso side been assigned as planned?	Interview with stakeholders	1) Project documents 2) Japanese experts 3) C/P Review of documents Interviews Questionnaires
		Have project office, furniture, communication- and office equipment been provided as planned?	Observations	1) Project documents 2) Japanese experts Review of documents Direct Observations
		Have necessary data and information for the project been obtained from C/P in an appropriate manner?	Comments from experts	1) Project documents 2) Japanese experts Review of documents Interviews
		Have local activity cost incurred by Burkina Faso side been provided in a timely and effective manner?	Review of disbursement records	1) Project documents 2) Japanese experts Review of documents Interviews Questionnaires
Implementation Process	Have the Activities been implemented as planned?	Have the activities been in consistent with the Plan of Operation?	Comparison of actual and planned activities	1) Project documents 2) Japanese experts Review of documents Interviews Questionnaires
		What was the reason for revising the PDM during the mid-term review? Have the activities been implemented smoothly after the revision?	Comparison of previous and current PDM Stakeholder opinions	1) Project documents 2) Japanese experts 3) C/P Review of documents Interviews Questionnaires
		Was there any issue that interrupted the smooth implementation of Activities and the achievement of the Outputs?	Stakeholder opinions	1) Project documents 2) Japanese experts 3) C/P Review of documents Questionnaires Interviews
	Is the approach for technical transfer appropriate?	Has the technical transfer from the Project to C/P been implemented smoothly?	Method and contents of training Stakeholder opinions	1) Project documents 2) Japanese experts 3) CP Review of documents Questionnaires Interviews
		Has the technical transfer from the Project to foresters, and from foresters to seedling producers, been implemented smoothly? Was there issues taken into consideration in the transfer?	Contents of training Satisfaction of trainees (foresters)	1) Project documents 2) Japanese experts 3) C/P 4) T/G Review of documents Questionnaires Interviews WS

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Evaluation Questions		Necessary Data	Sources	Data Collection
Large Category	Small Category			Methods
Is the project management structure appropriate?	How is the existing monitoring structure organized?	Monitoring documents Stakeholder opinions	1) Project documents 2) Japanese experts	Review of documents Questionnaires Interviews
	Is the government's decision-making process clear about revision of project activities, selection of personnel and target areas, etc.?	Stakeholder opinions	1) Project documents 2) Japanese experts 3) C/P	Review of documents Questionnaires Interviews WS
	Is the communication between Japanese experts and C/P(T/G) smooth?	Stakeholder opinions	1) Project documents 2) Japanese experts 3) C/P 4) T/G	Review of documents Interviews WS
	Is the communication between C/P and T/G smooth?	Stakeholder opinions	1) Project documents 2) Japanese experts 3) C/P 4) T/G	Review of documents Interviews WS
	Is the communication between the Project and JICA office smooth and sufficient?	Stakeholder opinions	1) Japanese experts 2) JICA Office	Interviews
	Was there any other issue that interrupted the management of the Project? If any, how were they solved?	Stakeholder opinions	Stakeholder comments	Review of documents Questionnaires Interviews
Are the recognition and ownership for the Project by the Burkina Faso side sufficient?	Is sufficient recognition given to the Project by the C/P?	Stakeholder opinions	1) Project documents 2) Japanese experts 3) JICA office 4) C/P 5) T/G (regions, provinces, departments)	Review of documents Questionnaires Interviews
	Is there sufficient recognition on- and participation to the Project by the regional and provincial departments and T/G?	Stakeholder opinions Results of questionnaire at the workshop and training	1) Project documents 2) Japanese experts 3) JICA office 4) C/P	Review of documents Questionnaires Interviews WS
Is the C/P staff allocation appropriate?	Were the number of C/Ps, the recognition to their roles in their departments, their abilities, and their assigned posts appropriate?	Relevant documents Stakeholder opinions	1) Project documents 2) Japanese experts	Review of documents Questionnaires Interviews
	Was there any cooperation from other parties than C/P?	Relevant documents Stakeholder opinions	1) Project documents 2) Japanese experts 3) C/P	Review of documents Questionnaires Interviews

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Evaluation Questions		Necessary Data	Sources	Data Collection
	Large Category			Small Category
	Other issues	Was there any other issue during the project implementation? If any, what were the causes?	Stakeholder opinions	1) Project documents 2) Japanese experts Review of documents Questionnaires Interviews

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Ex-Post Evaluation for Project of Support for Seedling Production Sector in Burkina Faso  
 Evaluation Grid for the Survey (5 Evaluation Criteria)

Evaluation Questions			Necessary Data	Sources	Data Collection Methods
	Large Category	Small Category			
Relevance	Priority	At the time of Terminal Evaluation, is the Project still relevant to the current national forestry policies of Burkina Faso?	Consistency with national policies	1) Policy documents 2) C/P 3) Japanese experts	Review of documents Interviews Questionnaires
		Is the Project aligned with Japan's ODA policy and JICA's assistance policy?	The level of priority given to forestry in Japan's assistance policy	1) MOFA's documents 2) JICA's assistance policy 3) Detailed Design	Review of documents Interviews
	Necessity	Does the Project meet the social needs of residents in Central and Northern regions?	Social needs analysis Stakeholder opinions	1) Detailed design 2) Project documents 3) Evaluation team 4) Japanese experts 5) C/P 6) T/G	Review of documents Interviews Questionnaires WS
		Does the Project meet the needs of C/P?	C/P's needs analysis	1) Detailed Design 2) Project documents 3) Study team 4) Japanese experts 5) C/P	Review of documents Interviews Questionnaires WS
		Does the Project meet the needs of beneficiaries (foresters/seedling producers/planters)?	Beneficiary needs analysis	1) Detailed design 2) Project documents 3) Evaluation team 4) Japanese experts 5) C/P 6) T/G	Review of documents Interviews Questionnaires WS
	Relevance of the approach	Was the project design (objectives, indicators, implementation schedule, quantity of inputs, etc.) appropriate for achieving Overall Goal?	Progress on achieving indicators  Stakeholder opinions	1) Achievement summary 2) Project documents 3) Japanese experts 4) C/P 5) Evaluation team	Review of documents Interviews Questionnaires
		Was the selection of target areas appropriate?	1) Rationale for target area selection (including security and governance) 2) Achievement of Project Purposes and Outputs 3) Stakeholder opinions	1) Project documents 2) C/P 3) Japanese experts 4) Regions, provinces, departments 5) T/G 6) Evaluation team	Review of documents Interviews Questionnaires

SA

Evaluation Questions			Necessary Data	Sources	Data Collection Methods
	Large Category	Small Category			
		Was the selection of seedling producer groups (target, size, gender balance, etc.) appropriate?	Rationale for target group selection Stakeholder opinions	1) Detailed design 2) Project documents 3) Japanese experts 4) C/P 5) T/G	Review of documents Interviews Questionnaires WS
		In selecting the target areas, was sufficient social consideration such as gender and religion given?	Stakeholder opinions	1) Project documents 2) Japanese experts 3) T/G	Review of documents Interviews WS
		Does Japan have a comparative advantage in the skills transferred through activities?	The level of Japan's application of the past assistance experience	1) Project documents 2) JICA office 3) Japanese experts 4) Other donors	Review of documents Interviews
Effectiveness	Achievement of the Project Purpose	Is planned and effective seedling production likely to be promoted in 2 target regions (Project Purpose)?	Verification of achievements	Achievement summary	Review of documents Interviews Questionnaires
	Causal relationship	Do Outputs contribute to the achievement of Project Purpose? Is the causal relationship reasonable?	Examination of the Outputs' contributions by stakeholders	1) Project documents 2) Japanese experts 3) Evaluation team 4) C/P	Review of documents Interviews Questionnaires
		Are the external conditions in the transition from Outputs to Project Purpose still reasonable? Was there any influence from the external conditions?	1) Occurrence of natural disasters negatively affecting forest resources 2) Governance situation 3) Market trend for seedling sales	1) Project documents 2) Japanese experts 3) Evaluation team 4) C/P	Review of documents Interviews Questionnaires
		Other than Outputs, were there any factors that contributed to, or interrupted, the achievement of Project Purpose?	Coordination with other projects  Unexpected external conditions	1) Project documents 2) Japanese experts 3) Evaluation team	Review of documents Interviews Questionnaires
	Causal relationship between Activities and Outputs	Have Project Activities implemented as planned?	Verification of achievements	Achievement summary	Review of documents Interviews
		Were the activities sufficient enough to produce Outputs?	Stakeholder opinions	1) Project documents 2) Japanese experts 3) C/P	Review of documents Interviews

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Evaluation Questions			Necessary Data	Sources	Data Collection
	Large Category	Small Category			Methods
		Are the external conditions between Activities and Outputs reasonable even now? Was there any influence from the external conditions?	1) Frequency of personnel change 2) Whether there was any external condition affecting the continuation of their work	1) Project documents 2) Japanese experts 3) C/P	Review of documents Interviews
		Were there any other factors that contributed to or interrupted the activities?	Stakeholder opinions	1) Project documents 2) Japanese experts 3) C/P	Review of documents Interviews
Efficiency	Timing, quantity and quality of Inputs	In terms of quality and quantity, has the dispatch of Japanese experts been adequate for the achievement of Outputs (number of experts, their specialty, duration, and timing) ?	Details of inputs Opinions of CP	1) Achievement summary 2) Project documents 3) C/P 4) T/G	Review of documents Interviews Questionnaire WS
		Has the procurement of equipment (PC, vehicles, and other technical devices) been provided in a timely and effective manner?	Details of inputs Opinions of CP	1) Achievement summary 2) Project documents 3) C/P	Review of documents Interviews Questionnaires
		Was the acceptance of trainees relevant in terms of the number and selection of trainees, training contents, duration, and timing?	Details on training content Satisfaction of CP	1) Achievement summary 2) Project documents 3) C/P 4) Training participants	Review of documents Interviews Questionnaires
		Has the use of local activity cost been appropriate?	Stakeholder opinions	1) Achievement summary 2) Project documents 3) C/P 4) Japanese experts	Review of documents Interviews Questionnaires
		Has the staffing of C/P (including numbers and expertise) been relevant?	Stakeholder opinions	1) Achievement summary 2) Project documents 3) Japanese experts	Review of documents Interviews Questionnaires
		Have other inputs from C/P (project office, budget incurred by C/P, necessary data for the project, etc.) adequate and provided in a timely manner?	Details of inputs provided Stakeholder opinions	1) Achievement summary 2) Project documents 3) Japanese experts 4) Project related parties	Review of documents Interviews Questionnaires
	Adequacy of the cost	Has necessary costs been provided for producing Outputs?	Stakeholder opinions	1) Project documents 2) Japanese experts	Review of documents Interviews Questionnaires
		Have other Japanese or other donors' resources been effectively utilized?	Information on other assistance Stakeholder opinions	1) Project documents 2) Japanese experts	Review of documents Interviews

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Evaluation Questions			Necessary Data	Sources	Data Collection Methods
	Large Category	Small Category			
Impact (Prospect)	Prospect for achieving the Overall Goal	Are forestation activities likely to be strengthened in target areas as a result of the Project (Overall Goal)?	Progress on forestation in the target areas Stakeholder opinions	1) Government statistics 2) Project documents 3) C/P 4) Japanese experts 5) Evaluation team	
		Is there any factor that contributes to or interrupts the achievement of Overall Goal?	Stakeholder opinions	1) Project documents 2) C/P 3) Japanese experts 4) Evaluation team	Review of documents Interviews Questionnaires
	Causal relationship	Are the causal relationship between Overall Goal and Project Purpose reasonable?	Analysis by stakeholders	1) Project documents 2) Japanese experts 3) Evaluation team	Review of documents Interviews
		Are the external conditions envisaged in the transition from Project purpose to Overall Goal reasonable even now? Was there any influence from the external conditions?	1) Whether Burkina Faso's policy remained unchanged 2) Whether social and economic conditions are stable in the target areas 3) Whether other donors continue (are expected to continue) assistance in forestation	1) Project documents 2) C/P 3) Japanese experts 4) Evaluation team	Review of documents Interviews
	Spillover effect	Has the Project brought about unexpected spillover effect, or any negative influence?	1) Influence to other institutions and schemes 2) Influence to social and cultural aspects including gender, human rights and poverty reduction 3) Impacts on environment and livelihood of the target society, project stakeholders, beneficiaries and others	1) Policy documents 2) Other donor activities 3) C/P 4) Japanese experts 5) T/G	Review of documents Interviews WS
		If there was any negative influence, how was it solved (or expected to be solved)?	Stakeholder opinions	1) Policy documents 2) Other donor activities 3) C/P 4) Japanese experts	Review of documents Interviews WS
Sustainability (Prospect)	Policy and institutional sustainability	Will the promotion of seedling production continue to be an important policy for Burkina Faso?	1) Stakeholder opinions 2) The priority given to seedling production strategy in government policy	1) Policy documents 2) Japanese experts 3) C/P	Review of documents Interviews



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Evaluation Questions		Necessary Data	Sources	Data Collection
Large Category	Small Category			Methods
	Is there any policy framework in place to support the continuation of this Project and the dissemination of its achievements to other fields or areas?	1) Prospect of government's incorporation of project activities into its routine work 2) Discussions on the dissemination to other areas 3) Level of commitment by C/P	1) Policy documents 2) Japanese experts 3) C/P 4) Evaluation team	Review of documents Interviews Questionnaires
Organizational and financial sustainability	Do the C/Ps have ability to continue capacity development activities and the consultation workshop after the completion of this Project?	Stakeholder opinions	1) Japanese experts 2) C/P 3) Evaluation team	Review of documents Interviews WS
	Do the C/Ps at regional and provincial level have ability and commitment to continue the activities?	Stakeholder opinions	1) TG (seedling producers, Workshop participants) 2) C/P 3) Japanese experts	Review of documents Interviews WS
	Is there sufficient organizational support for the continuation of the activities?	Stakeholder opinions	1) T/G (seedling producers, Workshop participants) 2) C/P 3) Japanese experts	Review of documents Interviews WS
	Do the seedling producers and planting actors have willingness to participate in similar activities?	Stakeholder opinions	1) T/G 2) C/P 3) Japanese experts	Review of documents Interviews WS
	Have sufficient budget been secured by Government of Burkina Faso, including operating cost	Budget allocation to Forestry Department/Regional Forestry Departments	1) Japanese experts 2) CP 3) Evaluation team	Review of documents Interviews Questionnaires
Technical sustainability	Has the method employed by the Project in transferring the skills been accepted/adopted in target areas?	1) Whether the transferred seedling production skills are sustained, utilized, and disseminated 2) Whether the Workshop will continue to be held and managed	1) Project documents 2) Japanese stakeholders 3) C/P 4) T/G	Review of documents Interviews
	Does the Project have a mechanism to disseminate the achievement of the Project? How well are the C/Ps expected to maintain the dissemination mechanism?	Stakeholder opinions	1) Japanese experts 2) C/P	Interviews
	Is the level of skills transferred from the Project in the target areas high enough to be applied to other areas?	Data showing the results of training Stakeholder opinions	1) Achievement summary 2) Training report 3) Japanese experts 4) C/P 5) TG	Review of documents Interviews

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Evaluation Questions			Necessary Data	Sources	Data Collection Methods
	Large Category	Small Category			
	Others	How is the coordination with the assistance by other donors? Is there any possibility for the effect of this Project to be promoted and expanded through the activities of other donors'?	Planned activities of other donors	1) Documents on donor assistance 2) Other donors 3) Japanese experts 4) C/P	Review of documents Interviews Questionnaires
		Are there any other factors that affect the sustainability of this Project? If any, what measures could be taken?	Stakeholder opinions	1) Japanese experts 2) C/P 3) Evaluation team 4) Project documents	Review of documents Interviews

<Sources>

- [Project documents] 1. The 1<sup>st</sup> year work completion report, 2. The 2<sup>nd</sup> year progress report, 3. The 2<sup>nd</sup> year work completion report, 4. The 3<sup>rd</sup> year progress report, 5. Project's self evaluation, 6. Meeting minutes of teleconference for the project mid-term review, 7. Project MM, 8. Project RD, 9. Report on the preliminary study, 10. Implementation record (equipment, personnel, and annual accounting record) prepared by the project, 11. Draft policy proposals prepared by the project
- [Policy documents] 1. National strategy for seedling production (Japanese translation by the project), 2. "Basic concept for forestation activities in Burkina Faso" (CD), 3. National development strategy of Burkina Faso "Strategie de Croissance Acceleree et Development Durable 2011-2015"
- [Others] MOFA (Japan) HP, JICA's rolling plan, Ex-post evaluation report on "Project of participative and sustainable management of forest in the province of Comoe"

Annex 5

List of Inputs (Human resource)

(1) Envoi d'experts (au 04/09/2012)

	Fonction	Nom	Période d'envoi	H/M	Résultats en charge
1	Conseiller en chef/production de plants (1)	NISAWA Yasuhiko	2010/4/10~5/9 2010/6/2~7/1 2010/9/18~10/17	3.00	1 à 3
			2011/1/5~2/24 2011/4/2~5/1 2011/9/7~10/15	4.00	
			2012/1/14~2/12	4.17	
2	Chef adjoint Conseiller en chef/production de plants (2) /renforcement d'organisation	MATSUMOTO Junichiro	2010/8/18~10/17 2010/12/4~2011/1/22 2011/7/20~8/28	2.00 3.00	1 à 2
			2011/12/5~2012/2/12 2011/6/25~7/29	5.00	
3	Production de plants(3)/gestion du Projet	TAKINAGA Sachiko	2010/4/10~6/8 2010/6/26~8/8	3.47	1 à 2
			2010/12/13~12/27 2011/8/3~10/16	3.00	
			2012/1/14~2/27 2012/5/19~6/10	4.50	
4	Techniques de production des plants	SAKAI Fumiko	2010/4/18~6/1 2010/8/7~10/5	3.50	1 à 2
			2011/1/10~5/1 2011/9/7~9/29	4.50	
			2011/12/17~2012/1/6 2011/2/21~3/24 2011/4/14~5/13	4.00	

(2) Homologues envoyés au Japon pour le stage (au 4/09/2012)

	Nom	Organisme	Titre de stage	Période	Résultats en charge
1	Kambone Tilado Issaka	Reforestation Service (project of plants production), Direction des Forêts	"Project of Support for Seedling Production Sector" Course	2010/10/17 ~11/12	1~3
2	Sama Isidore	Directeur Provincia de Yako, Direction Reasonal Ministere de L'environnement et du cadre de vie	"Project of Support for Seedling Production Sector" Course	2010/10/17 ~11/12	1~2

## (3) Personnel d'appui du projet (au 04/09/2012)

	Nom et prénom	Titre	Période d'engagement
1	TAPSOBA Aristide	interprète/ facilitateur-assistant	2010/5/1~2010/10/31(1 <sup>ère</sup> année)
2	DIANDA Isonore	interprète/ facilitateur-assistant	2010/5/1~2010/10/31(1 <sup>ère</sup> année) 2011/12/1~2011/5/31(2 <sup>e</sup> année)
3	BAZIOMO Ferdinand	interprète/ facilitateur-assistant	2010/1/1~2011/10/31(2 <sup>e</sup> année) 2011/12/1~2013/2/28(3 <sup>e</sup> année)
4	SOME Raissa	secrétaire	2010/5/1~2010/10/31(1 <sup>ère</sup> année) 2010/12/1~2011/10/31(2 <sup>e</sup> année) 2011/12/1~2013/2/28(3 <sup>e</sup> année)
5	SABA Dao Haoua	Secrétaire de liaison	2010/5/1~2010/10/31(1 <sup>ère</sup> année) 2010/12/1~2011/10/31(2 <sup>e</sup> année) 2011/12/1~2013/2/28(3 <sup>e</sup> année)
6	YOUGBARE Cyrille	Chauffeur	2010/5/1~2010/10/31(1 <sup>ère</sup> année) 2010/12/1~2011/10/31(2 <sup>e</sup> année) 2011/12/1~2013/2/28(3 <sup>e</sup> année)
7	Ouedraogo Issa	Gardian	2011/12/1/~2013/2/28(3 <sup>e</sup> année)

## Personnel d'appui du projet (au 04/09/2012)

## (1) Coordonnateur National du projet

	Nom	Grade	Organisme	Période
1	Mr. DOULKOM Adama	Directeur de Direction des Forêts	Direction des Forêts	2010/4~
2	Mr. KAMBONE Issaka	Reforestation Service (project of plants production), Direction des Forêts	Direction des Forêts	2010/4~

## (2) Ministère de l'Environnement et du Développement Durable (Direction Régionale, Direction Provinciale, Direction Départemental)

	Nom	Grade	Organisme	Période
1	Mr. OUEDRAOGO Desiré	Directeur de Région de Centre	Direction Régionale, Centre	2010/4~2012/2
2	Mme ZOETENGA Colette	Directeur de Région de Centre	Direction Régionale, Centre	2012/2~
3	Ouedraogo Issa	Directeur de Provinciale de Kadiogo	Direction Provinciale de Kadiogo	2010/4~2012/2
4	Mr. KABORE Tiraogo	Directeur de Provinciale de Kadiogo	Direction Provinciale de Kadiogo	2012/2~
5	Yaméogo Thyérie	Direction Départemental	Koubri	2010~2012
6	Nikiema Marie	Direction Départemental	Ouagadougou	2010
7	Batiebo Magloire	Direction Départemental	Koubri	2010
8	Kobiame K. Phillipe	Direction Départemental	Pabré	2010~2011
9	Ouedraogo Moussa	Direction Départemental	Saaba	2010~2011
10	Diapa Souleymane	Direction	Komki Ipala	2010~

		Départemental		
11	Sawadogo Abdoulaye	Direction Départemental	Komsilga	2010~
12	Compaoré Boureima	Direction Départemental	Ouagadougou	2010~2011
13	Silga Patice	Direction Départemental	Ouagadougou	2010
14	Koama Elise	Direction Départemental	Ouagadougou	2010~2011
15	Ouédraogo Augusta	Direction Départemental	Ouagadougou	2010~
16	Ouédraogo Maïmouna	Direction Départemental	Ouagadougou	2010
17	Sawadogo Tiougo	Direction Départemental	Ouagadougou	2010
18	Ouédraogo Dénise	Direction Départemental	Ouagadougou	2010~2011
19	Hien Kounbalara	Direction Départemental	Gonssé	2010
20	Sogli Kondja	Direction Départemental	Koubri	2010~
21	Ouédraogo Ousséni	Direction Départemental	Ouagadougou	2010~
22	Kaboré Edouard	Direction Départemental	Ouagadougou	2010
23	Nikiéma Madi	Direction Départemental	Pabré	2010~2012
24	Ouédraogo Honoré	Direction Départemental	Saaba	2011
25	Conombo A. Dramane	Direction Départemental	Komsilga	2011~2012
26	Ouédraogo S E. Kirsi	Direction Départemental	Tanguin Dassouri	2011~2012
27	Ouédraogo Joséphine	Direction Départemental	DREDD/Centre	2011~
28	Sawadogo Y Salimata	Direction Départemental	DREDD/Centre	2011
29	Ivo Tiésseme	Direction Départemental	Tanghin Dassouri	2011~
30	KINDA Pelga	Direction Départemental	Arrondissement de Bogodogo	2011~
31	OUEDRAOGO S.E. Kirsi	Direction Départemental	SDEDD-Saaba	2012~
32	OUEDRAOGO Kouka	Direction Départemental	SDEDD-Pabré	2012~
33	OUEDRAOGO Oumarou	Direction Départemental	Arrondissement de Bogodogo	2011~
34	YAMEOGO Y. Thierry François	Direction Départemental	SDEDD-Komki Ipala	2012~
35	KOAMA/ Galbani Elise	Direction Départemental	SDEDD-Koubri	2011~
36	Ouédraogo Moussa	Direction Départemental	Tanghin-Dassouri	2012~
37	Conombo Abdoul-Dramane	Direction Départemental	Komki-Ipala	2012~
38	NikièmeMadi	Direction Départemental	Saaba	2012~

39	DjolgouZidouemba Lucienne	Direction Départemental	Baskuy	2012~
40	Porgo hamadé	Direction Départemental	Nongr-Massom	2012~
41	Sankara S. Georges	Direction Départemental	SDEDD/Pabré	2012~
42	LANKOANDE Attina	Directeur de Région de Nord	Direction Régionale, Nord	2010~2012
43	DOUAMBA Mariam	Directeur de Région de Nord	Direction Régionale, Nord	2012~
44	Ilboudo boukari	Derecteur de Provinciale de Loroum	Direction Provinciale de Loroum	2010~
45	SAMA Pierre	Derecteur de Provinciale de Passore	Direction Provinciale de Passore	2010~
46	Gouem abdoulaye	Derecteur de Provinciale de Zondoma	Direction Provinciale de Zondoma	2010~
47	Traore Bienvenu	Derecteur de Provinciale de Yatenga	Direction Provinciale de Yatenga	2010~2012
48	TAGNABOU Lazare	Derecteur de Provinciale de Yatenga	Direction Provinciale de Yatenga	2012~
49	SALAMBERE Ousmane	Direction Départemental	Loroum	2010
50	TINDANO Boniface	Direction Départemental	Loroum	2010~2011
51	OUEDRAOGO Abrourahim	Direction Départemental	Loroum	2010
52	IDIENE Jean-Martin	Direction Départemental	Yatenga Thiou	2010~
53	DIANDA Adam	Direction Départemental	Yatenga Kalsaka/Rambo	2010~
54	SANOY Yakouba	Direction Départemental	Yatenga Tangaye	2010~
55	SAMTOUMA Enoch	Direction Départemental	Yatenga Ouahigouya	2010~
56	KABORE T. Claudine	Direction Départemental	Yatenga Ouahigouya	2010~2011
57	COULIBALY Tiéba	Direction Départemental	Yatenga	2010
58	TARNAGUEDA Abdoulaye	Direction Départemental	Yatenga	2010~2011
59	LANKOANDE Daniel	Direction Départemental	Yatenga Zogore	2010~2011
60	NADIE Zakaria	Direction Départemental	Zondoma Tougo	2010~2011
61	SALAMBANGA Yacouba	Direction Départemental	Zondoma Bossou	2010~2011
62	BOURGOU Moussa	Direction Départemental	Zondoma	2010
63	KAFANDO Athanase	Direction Départemental	Passore	2010~2011
64	TRAORE Bienvenu	Direction Départemental	Passore Arbolle	2010~2011



65	KAM Claude	Direction Départemental	Passore Kirsi	2010~
66	OUEDRAOGO N. Yassia	Direction Départemental	Passore	2010
67	RAMDE René	Direction Départemental	Passore	2010
68	IDANI Bouama	Direction Départemental	Passore Gomponson	2010~2011
69	TINDANO Ferdinand	Direction Départemental	Passore Latodin	2010~
70	SOMDA N Justin	Direction Départemental	Passore Bokin	2010~
71	OUEDRAOGO Sidiki	Direction Départemental	Passore Yako	2010~2011
72	YAMEOGO Christian Elisé	Direction Départemental	Passore Bagaré	2010~
73	OUEDRAOGO Gregoire	Direction Départemental	Zondoma	2010
74	BAZIE Athanase	Direction Départemental	Zondoma Gourcy	2010~
75	TIANHOUM Gustave	Direction Départemental	Zondoma	2010
76	NOUMA Nanlo Albert	Direction Départemental	Yatenga Seguénéga	2010~2011
77	SANON Simon	Direction Départemental	Yatenga koumbri	2010~
78	TIENDREBEOGO Thibaut kaleid	Direction Départemental	Yatenga	2010
79	BONKOUNGOU Saydou	Direction Départemental	Yatenga Kain	2010~
80	KAMBOU Gotiré	Direction Départemental	Yatenga Namissiguima	2010~2011
81	YONABA Hamado	Direction Départemental	Loroum Titao	2010~
82	OUEDRAOGO Issa	Direction Départemental	Loroum Banh	2010~2011
83	Bonkougou W. Jacques	Direction Départemental	DREDD/Ouahigouya	2011~
84	Ouédraogo Adama	Direction Départemental	DPEDD/Yako	2011~
85	Wandaogo Souleymane	Direction Départemental	C/SDEDD/Samba	2011~
86	Zongo K. Naba	Direction Départemental	DPEED/Loroum	2011
87	Bagué Nenlou	Direction Départemental	SDEDD/Gourcy	2011
88	Zoundi Dominique	Direction Départemental	Oula	2011
89	Bazemo Landry	Direction Départemental	SDEDD/Pilimpikou	2011
90	Guissou Nonguema	Direction Départemental	SDEDD/Bassi-Laba	2011
91	Kaboré Koudougou	Direction Départemental	DREDD/Nord	2011~
92	Maré Tobignalé	Direction Départemental	SDEDD/Sollé/Lorou m	2011~
93	ZONGO Kinda Naba	Direction	Ouindigui	2011~

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		Départemental		
94	OUEDRAOGO T. Issaka Juste	Direction Départemental	SP/ACV Gourcy	2011~
95	TOE D. Pascal Konwama	Direction Départemental	SR/PSE	2011
96	BELEMVIRE Hamidou	Direction Départemental	SP/ACV Titao	2011~
97	HIEN Ndomakouré	Direction Départemental	CA/SDEDD/Oula	2012~
98	ZONGO Kinda-Naaba	Direction Départemental	C/SDEDD/Banh	2012~
99	KAMBOU Gotiré	Direction Départemental	C/SDEDD/Zogoré	2012~
100	KOUDOUGOU Lucien	Direction Départemental	CP/SDEDD/Pilimpik ou	2012~
102	IDANI Bouama	Direction Départemental	C/SDEDD/Séguénéga	2012~
103	BAZEMO Landry	Direction Départemental	C/SDEDD/Arbollé	2012~
104	YAMEOGO Tiégwendé Jules	Direction Départemental	C/SDEDD/Ouindigui	2012~
105	GUISSOU Nonguema	Direction Départemental	C/SDEDD/Boussou	2012~
106	OUEDRAOGO Abdoul Karim	Direction Départemental	C/SDEDD/Gomponsom	2012~
107	SALAMBANGA Séni	Direction Départemental	AC/SDEDD/Sollé	2012~
108	OUILY Saïdou	Direction Départemental	C/SDEDD/Titao	2012~
109	OUATTARA Ladji Pan	Direction Départemental	AC/SDEDD/Gourcy	2012~
110	SOME Drissa Béo	Direction Départemental	AC/SDEDD/Séguénéga	2012~
111	BAGUE Nenlou	Direction Départemental	C/SDEDD/Tougo	2012~
112	HIEN Nibewe	Direction Départemental	C/SDEDD/Lèba	2012~
113	BARRY Hamadou	Direction Départemental	AC/SDEDD/Bokin	2012~
114	LINGANI Romaric	Direction Départemental	C/SDEDD/Bassi	2012~
115	OUEDRAOGO Aboudou	Direction Départemental	C/SDEDD/Yako	2012~
116	ZOUNDI Dominique	Direction Départemental	C/SDEDD/Namissigui ma	2012~